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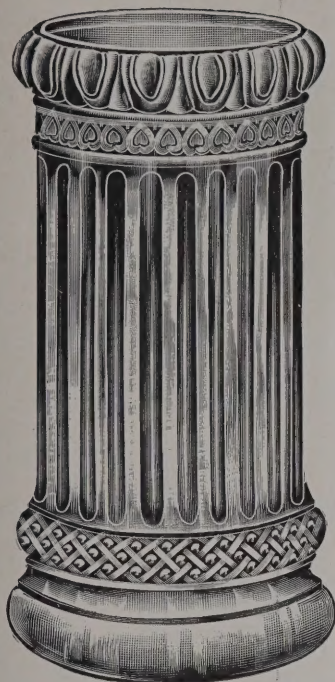
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POTTERY & GLASS

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Making a Bid for Export Trade

AMERICAN MERCHANTS ARE NOW GIVEN A WONDERFUL OPPORTUNITY TO EXPAND, INCREASE AND DEVELOP THEIR EXPORT TRADE, AND WHETHER THEY SUCCEED IN THIS PROJECT OR NOT IS ENTIRELY IN THEIR OWN HANDS

NOW that the commercial writers and economists have demonstrated the advantages that must come to America because of the European conflict it is time for the business man himself to adjust his organization to the opportune conditions. Nothing must be done rashly, or without careful consideration, for Latin-American trade, in and of itself, is a most peculiar thing. No manufacturer should be presumptuous enough to imagine that he can change in a little while the fixed habits of a country which England, Germany, France, and Austria have won over to trade, not only through business acumen and resourcefulness, but because they were clever enough to cater to the whims, fancies, desires, and wants of the very people themselves.

Neither must manufacturers imagine for one minute that they can rush into South America and sell anything without proper preparations. In the first place no catalogue or business literature of any kind will be effective unless printed in Spanish or Portuguese, or better, in both languages. Salesmen who go to South America to join the ranks in the coming battle of business there, will have small chance of success unless they are capable of speaking the language of the country. Success in South America requires a knowledge of the language, the right goods, the giving of long credits, and above all, a knowledge of the people themselves. Speaking of long credits, England, France, Germany, and Austria have been obliged in many cases to wait as long as four months, and sometimes longer, for their money.

Here is another point of advice. Nothing so keenly offends the South American merchant in business as the drawing of a draft on him, without first notifying him. A business procedure of this kind would incur his ill will forever. The Latin-American, it must be

remembered, has in his make-up a generous amount of the artistic temperament. He is full of fire, is emotional, and is sensitive. Germany was sagacious enough to recognize these traits when dealing with her foreign customer.

The South American dealer moreover is very particular about the way in which his goods are packed. Manufacturers and shippers in the United States cannot be too careful in packing their stock for shipment. Goods have been shipped to South America in a flimsy manner and the consignee has been known to refuse them. This, of course, sometimes entails enormous loss to the shipper, who, however, has only himself to blame.

Credits are, of course, one of the big obstacles against trade with Latin-America. The people of these countries have been accustomed in the past to long terms of payment, and now that the war has caused a stringency of money matters in general it is not to be expected that they will break their tradition and meet America dictates immediately. It is obvious that their predilections in this matter must be moulded gradually to our ways of thinking. Already several propositions have been put forward as a solution to the credit difficulty and it is confidently expected that the subject will be brought to an agreeable termination for all.

To give an adequate idea of the great opportunities that are ahead of us, if we develop Latin-American trade aright, let us quote from the speeches of several well-known merchants who have addressed The Merchants' Association of New York recently. Here is what Charles M. Pepper, Government expert on South American trade and Commercial Adviser to the Department of State under President Taft, said:

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The Selling Price Spectre

"What shall I sell this article for?" That is the question constantly confronting you and we go a long way towards answering it in this article. There will also be a great deal about competition and store profits, together with a scheme for determining the prices that will do away with uncertain juggling.

Figuring Costs and Profits

How shall it be done, and how do I know what way is correct?

LAST month in our article on this subject we discussed the figuring of profits on the cost price. This is the theory that has obtained in vogue for many years, and the one given preference in most elementary text books on cost accounting. Its basic ideas are sound and practical, and in the hands of a careful merchant or bookkeeper, its results are satisfactory and satisfying. But, however, it is somewhat cumbersome in practice and beset with many pitfalls that claim the untutored at every corner. Profit figuring under its rules is comparable with the system we are about to discuss this month as is the old stage coach to the modern motor car—both arrive at their destination ultimately, but—with vastly varying discrepancies in speed.

Figuring profits on the cost price is *apparently* easy, because it is mere arithmetic to take 10 per cent. of any figure add both together and label the result "selling price." But from its evident ease of manipulation comes its many errors. For instance, an article costs \$1.00 and a merchant adds 10 per cent. to obtain his selling price. This gives \$1.10. Now, however, a friend comes for the purchase of this article and out of kindness the merchant takes off 10 per cent. Thus the price to the merchant's friend is only ninety-nine cents, one cent less than the article actually cost. The obvious error here is that 10 per cent. of \$1.00 is ten cents, while 10 per cent. of \$1.10 is eleven cents. Most of the other errors attributable to this system of figuring costs and profits are based largely on this same error of calculation.

In the other system—that of figuring profits on the selling price—no such error can arise, for all percentages are a fractional part of the same figure, and whether ten per cent. is added or 10 per cent. is subtracted, the 10 per cent. obtained in either case is identical.

The evident worry of those accountants who stand sponsor to the old system of cost accounting has its root in the idea that such figuring gives a merchant a compound profit—a profit on the cost price of the article and a profit on the money that it earns. This, however, is a fallacy. And here is the reason: If a merchant decides to earn ten cents on every dollar he

puts into his business, and will be satisfied with nothing less, what difference does it make whether he calls this amount 10 per cent. of every dollar invested, or 5 per cent. of every two dollars taken in? *The amount of money he actually earns is identical in both cases, and whether he calls it 5 per cent. profit or 10 per cent. profit it means no change in the actual money gained.*

A merchant, when he starts in business, knows that \$3,000, or \$5,000, or any other sum, invested in a china and glassware store should produce a certain amount of money every year—and he cares very little what that amount represents in terms of per cent., so long as it is forthcoming regularly.

However, the virtues of any cost accounting system will be magnified or diminished to the mind of a careful progressive merchant according to its ease of operation. And, taking all things into consideration, that system which figures costs and profits on the selling price, presents in its entirety the least number of difficulties.

Let us discuss a few of the percentage problems that arise to confuse the average merchandise man. From these, perhaps, we can gain a better understanding of the values of the profit-on-selling-price system, and the weaknesses of the profit-on-cost system.

First—If a firm employs salesmen and remunerates them according to a percentage of what each sells, they always figure this percentage on the selling price, and not on the cost price. If their bookkeeping, however, is based on the profit-on-cost system, they are dealing with two different angles of percentage, and sooner or later, it is almost certain, a slip will arise.

Secondly—More generally than otherwise, the expense of doing business is a percentage of the selling price. That is, if a merchant does \$10,000 worth of business, gross, a year, and it costs him \$2,000 to get this amount, he figures his expense of doing business at 20 per cent. Here again the merchant who works by the profit-on-cost system will flounder, for if he figures his percentage of profit on his cost and his percentage of expense on the selling price, he will soon become tangled in his figuring, and from his bookkeeping it will be hard for him to determine whether he is making or losing money.

Thirdly—A merchant's taxes, if the firm is a corporation, are invariably based on a percentage of the gross

(Continued on page 23)



Showing a section of the lamp, fancy china and cut glass department in the store of F. R. McMillan, Saskatoon.

Getting Results With China and Glassware

JUST a year ago last month the large department store of F. R. McMillan, Saskatoon, Sask., Canada, was auspiciously opened to the public. In that short time the store has grown materially in every department, and to-day is one of the leading retail stores of western Canada. Contrary to the usual methods, the china and glassware department is located on the third floor, on which are also located the grocery department and general offices, a feature that brings many customers into the china department who would otherwise have been lost.

The department is under the supervision of R. R. Brown, an experienced china and glass buyer, who carries a well balanced stock of both china and glass. In the glass section the showing is in every way as complete as those of the larger cities. Both the popular priced and costly articles are displayed, the demand being much the same as that of Boston, Chicago or New York.

A strong line of bronze electroliers, Dresden china lamps with silk shades, as well as art metal and brass

portables and lighting novelties, are carried in the lamp section.

The dinnerware end of the department is especially interesting, the display here being arranged on spacious stock tables and in well lighted and handsomely finished mahogany wall cabinets. The leading imported lines are sold, the English wares, naturally, being in largest demand. One of the interesting exhibits Mr. Brown arranges from time to time, is a fully appointed dining table. The table is correctly set in minute detail, from the flower center-piece to the silverware, and is an excellent way in which to bring out the beauties of any particular dinnerware pattern. Fancy china and art statuary are shown adjoining the dinnerware display.

The fittings throughout the building are of the best. The rich deep red of mahogany is everywhere, lending dignity and tone not achieved by any other wood. The showcases are of mahogany, trimmed with black walnut. In many of the departments a deep pile green

(Continued on page 12.)

Proper Lamps and Lighting

This is the third of a series of articles on light and its relationship to decoration. It presents a discussion embracing the merits of the idealist and the utilitarian and endeavors to make obvious the conclusion that beauty with a necessary amount of practicability may be obtained in lighting fixtures as in other matters. The subject will be continued next month.

(Reprinted by permission from The Decorative Furnisher.)

ON the editorial page of The Evening Mail, of Saturday, December 6, 1913, appeared the following editorial. It deserves the study of every one who believes in art and progress:

Why Hetch-Hetchy is a National Question. It may seem a little strange, at first, that the proposition to take a valley in California to make a reservoir in San Francisco, should have become a national question. But the very fact that it has become a national question is sufficient argument for the defeat of the bill. It has become a national question because Americans are a nation of nature lovers; be-

left unprofaned it will be as famous in art and literature.

In advocating the bill to take Hetch-Hetchy, Senator Myers of Montana (let it be noted that the principal opponent of the bill is Senator Works of California), ridiculed the "nature lovers," who, he said, "PUT ESTHETIC CONSIDERATIONS ABOVE THE USEFUL." "As for me," said Senator Myers, "I am a utilitarian, and not an idealist." In this respect



Figure 1—The globes of ribbed glass which typify the vulgarity and monotony of our 'average' shop lighting."

cause the Yosemite park and the Tuolumme meadows, flowery beyond all other meadows that God ever made, are the nation's property, and because a reservoir there, alternately overflowed, and alternately drawn down by use to malarious mud flats, would spoil a wonderful natural feature which has been set apart as a joy for the American people, forever.

Athens had reservoirs and great aqueducts, but if any utilitarian Athenian had proposed to take the Vale of Tempe for a reservoir site, he would have been put to death as a profaner of sacred places. The Hetch-Hetchy valley is more beautiful than the Vale of Tempe, and if

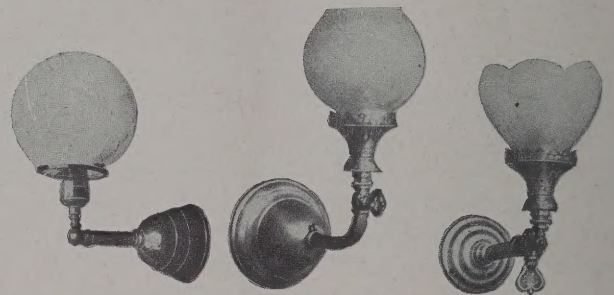


Figure 2—Globes which almost cover a gas or electric lamp.

Senator Myers is very different from the great majority of his fellow-Americans.

The man who boasts that he is a utilitarian and nothing else, classes himself with the beasts.

Whenever you come in contact with lighting conditions remember this editorial. And when you see the ugly, commonplace lighting which predominates everywhere remember it is the work of UTILITARIANS—men who have ignored IDEALISM, and the inspiration, imagination, and breadth which it always bestows on one's perspective. It is the duty of everyone who reads this article, and who is not "utilitarian," to do his share toward relieving the demoralization and degeneracy of present day lighting. This refers to the big percentage which constitutes the "average."

Destiny always takes care of the extremes. Hence we need not concern ourselves about those who cannot use gas or electricity. And while the ideal of the decorator, as expressed in lighting fixtures which conform with period design, is oftentimes shattered through the fixture manufacturers' ignorance of modern illuminants, and the resultant glare which makes them hideous at night, it is the AVERAGE lighting, seen by

thousands, which is the tremendous, all important factor in influencing the sub-conscious mind of the public. So blighting has been this UTILITARIAN influence that on all sides, even in districts which have representative decorative and architectural features, LIGHTING has been robbed of its inherited individu-

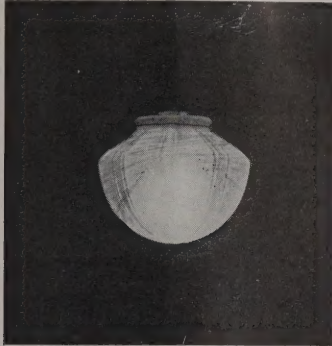


Figure 3—"Hence this burst of light from the side of a lamp passes right through a ground glass globe, and produces the effect of a splotch of light in the centre of a globe, the outer lines of which are not clearly defined."

ality, charm and appeal. Even the small merchant has been contaminated, and his lighting pock-marked through the bestial contamination of those individuals whose every thought, act, word, and even dress proclaims them UTILITARIANS—"the men who boast that they are utilitarian and nothing else besides."

We have considered briefly the physiological aspect of artificial light. Now it is our mission to acquire a technique which will enable us to reconcile the ECONOMY and BRILLIANCY of modern illuminants with decorative expression. The Illuminating Engineer, or "Utilitarian," is addicted to a procedure which is entirely opposed to decorative expression. He assumes that it is strictly necessary to obtain a uniform intensity of light everywhere in a room. If it is not restricted by some sane person he will install in a Louis XVI interior the same globes of ribbed glass which typify the vulgarity and

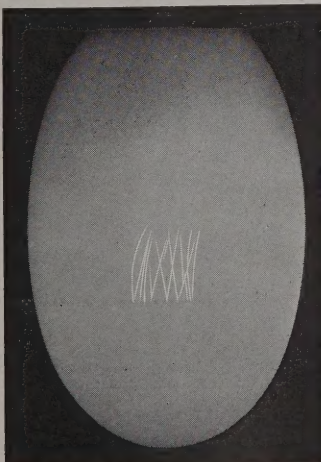


Figure 5—"A globe of straw colored opal, within which the faint outline of the tungsten filament (inner luminous filament wires) can be clearly discerned."

monotony of our "average" shop lighting (see Fig. 1). He is guided by a set of "rules" whereby lighting equipment, which is manufactured like sausages, by the yard, can be prescribed as a perpetual *table d'hôte* to satisfy the inoculated "economic-craving" of a dyspeptic nation. Therefore, we are not concerned regarding the "number of square feet" in a room which when "multiplied by the height" and divided by "an allowance for light or dark walls" will reveal the number of Watts or Cubic Feet of Gas *theoretically* adequate to produce the charming lighting atmosphere of the "factory" or

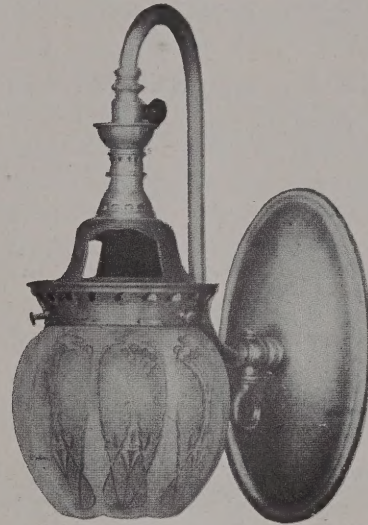


Figure 5-A—"These globes can be obtained with a soft cream colored exterior without the vulgar gloss or 'shine' suggestive of the common article."

"beer saloon." Certain it is that our too glaring illuminants must be screened within some glare-reducing media. And of equal certainty must that media be of such a nature that when lighted it will *charm* not *harm* our sight. Our problem does not involve a treatise on the reconciliation of lighting fixtures with period design, but we are concerned, and deeply so, in knowing how fixtures of various types can be adapted to the peculiarities of modern illuminants without sacrificing their pictorial value when illuminated. This point deserves special emphasis. Look at some lighting fixtures in your neighborhood. Don't study the ones hanging in the fixture shops, for they are usually hanging there because they were not wanted elsewhere. Select an interior which interests you from the decorator's viewpoint—then consider its lighting fixtures.

Globes and shades are used to cover individual lamps, so we will start with these, and enumerate a few unknown facts which will help to instruct. First as to globes which almost cover a gas or electric lamp (see Fig. 2). These are most common in the form of GROUND GLASS, ordinary glass, the surface of which has been "roughened" with a grinding wheel,

(Continued on page 27)

Results from China and Glassware

(Continued from page 9.)

velvet carpet covers the floor, adding a luxurious tone to the store.

F. R. McMillan, head of the store, was in business in Saskatoon for five years previous to opening this new store and gained his early experience as a traveler when he covered the Saskatchewan valley for wholesale concerns, which gave him an intimate knowledge of the likes and needs of the prairie people. The new store is four stories in height and has eight spacious windows on the street floor, where the new and seasonable goods are displayed to advantage.

* * *

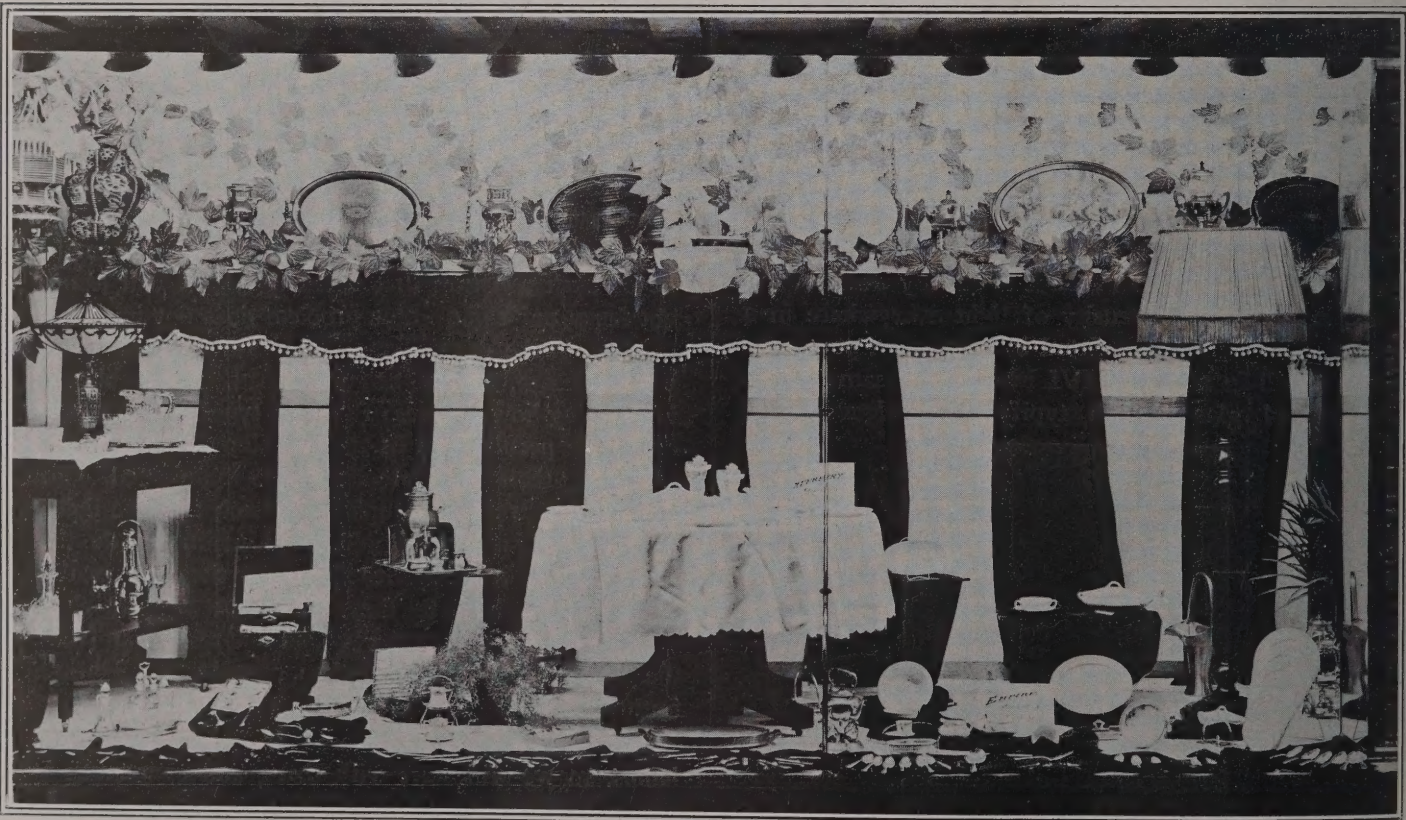
Although they have been retailers of china and glassware but a short time, W. J. Pettee & Co., Oklahoma City, Okla., are by no means deficient in the art of merchandising this class of goods. Their show windows are always a source of wonderment and delight, and have no doubt been of considerable value to the store from an advertising standpoint. The department is located on the second floor and the stock is arranged along similar methods to those of the large Eastern city stores.

During the State Fair week, C. B. Hunt, Jr., the

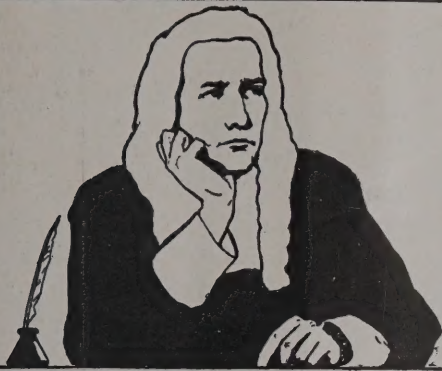
advertising manager, created several excellent window displays, one of which we illustrate elsewhere in this issue. This was supplemented by strong advertising copy in the various newspapers, calling attention to the display, and the advantage of purchasing while in town attending the fair. In addition to large stocks of imported wares shown, most of the leading domestic lines are also represented, one of the leading Eastern pottery lines being featured in both the display and advertising. The resulting business was exceptionally good. Open stock patterns in a wide range of patterns and at modern prices are carried in both imported and domestic dinnerware.

CLAFLIN CREDITORS RECEIVE FORTY PER CENT. SETTLEMENT

ONE more obstacle in the way of reorganizing the H. B. Claflin Company, New York, was removed recently when it was agreed that the creditors of the twenty-three retail stores would receive at least 40 per cent. in settlement of their claims. Some of the stores will pay as high as 80 per cent., the others ranging down to 35 per cent. This money will probably be furnished by the noteholders who are eager to see all the retail stores start off under the new scheme without any indebtedness.



A splendid arrangement of dinnerware, cut glass and dining room specialties in one of the show windows of W. J. Pettee & Co., Oklahoma City, Okla., that attracted wide-spread interest among the thousands of out of town visitors to the city during "State Fair Week." A white and gold background was chosen by C. B. Hunt, the decorator, over which he draped rich dark red velour hangings and a valance. The floor was also white, swatches of brown velvet being used to show off the white china and silver in the foreground of the display. Copper and silver plated specialties and mahogany serving trays were shown along a ledge, the articles being partially hidden among autumn foliage.



Practical Law for the Buyer and the Seller

A department devoted to a discussion of the various legal matters that are constantly confronting the man in business; opinions rendered are based upon actual decisions.

Written by Elton J. Buckley

The Law of "Bona Fide Purchasers" as it Affects Everyday Purchasers

EVERY man who buys or sells merchandise of any character should know something of the law regarding the doctrine of "bona fide purchasers without value," as it is called, for he is likely to run across it any day, and a little knowledge on the subject may save him a loss.

The doctrine of "bona fide purchasers without notice" is the doctrine that where A buys goods legally and in good faith from B, A can hold them even though they really may have belonged to C, and B had no right to sell them. This is subject to several qualifications which I will try to explain.

The most important effect which this doctrine has, in a mercantile way, is upon the operation of bulk sales laws, which have been passed in nearly all the States. In substance these laws provide that where the owner of a stock of goods and fixtures sells it in a lump without notifying his creditors, the sale is fraudulent as to the creditors, and any one of them, if he acts within a certain time, can overturn it and seize the goods in the hands of the buyer.

But if the buyer has been shrewd enough to immediately resell to somebody who buys in good faith and without notice, the bulk sales law would be absolutely defeated. The sale from the first buyer to the second would be entirely legal, if it complied with the law, and the first seller would be robbed of his security and deprived of all remedy except his right to sue his buyer for the price of the deal.

This condition of the law springs from the theory that title had passed to the first buyer and so far as the world was concerned, he had a right to sell, though the sale to him could have been overturned if the creditors of the original seller could have moved before the goods were resold. His buyer, that is, the second buyer, bought in good faith and without any notice as to the facts, and he must be protected.

Whether such a sale can hold as against the original owner of the goods depends on whether the man who makes it has title to what he sells. If he has, he can sell, no matter how unfair his act or the result of it.

For instance, A goes into B's store and tries to buy goods. He represents that he is the agent of C, whom B knows well, or that he is C himself, of whom B has heard but never saw. B is led by this misrepresentation to sell the goods and he delivers them to A, who is a rascal and a fraud. A, being posted on the law, at once transfers the goods to D, in the belief that D will be protected as a bona fide purchaser without notice, but he will be disappointed. D will not be a bona fide purchaser because A had no title when he transferred to D; this because B never sold or intended to sell to A, but thought he was selling to C.

The status will be quite different, however, if B really meant to sell to A, even though he was led to sell him through misrepresentation. For instance, suppose A had told frankly who he was, but had lied about his financial condition. On that misrepresentation B sold him goods, intending to sell them and convey title. In this case, if A resold the minute he got possession, or before B got after him, the sale would be good, and B could not get the goods back. Of course he would have both civil and criminal actions against A.

In all cases where the buyer actually takes title, no matter how he got it, he can resell and the original seller will be helpless so far as getting the goods back is concerned. In some cases he can legally resell where he has only possession. For instance, A sells personal property to B, but B allows A to keep it and apparently own it. If A sells it to C, C can hold it as against B because it was B who made the fraud possible and he, rather than C, should suffer.

So, where a sale is made C. O. D. and though the cash is not paid, the seller doesn't immediately take the goods back. The buyer here can sell the goods to somebody else and the original seller is helpless—his carelessness put him in his plight. Also, where the sale is C. O. D. and a check is given in payment which proves to be bad, the buyer can resell and the seller cannot take the goods back.

There are cases, however, which say that where A ships goods to B, upon an arrangement that B shall get the bill of lading when he pays the draft which is



Featuring dinnerware as it would appear in the home is but one of the many display features that attract shoppers to the china and glass department of the E. R. McMillan store, Saskatoon, Canada.

attached to it, and the railroad mistakenly lets B have the goods. Without producing the bill of lading, B cannot legally resell the goods because he took no title. The bill of lading was to pass the title, and he didn't get it.

In deciding the questions that arise under this phase of the law, the point whether the buyer—that is, the second buyer—who claims to hold the goods against the original seller, is a bona fide purchaser without notice, is always of vital importance. A bona fide purchaser is one who buys for value, in good faith, from the first buyer, without any notice that the latter had no real right to sell. To be a bona fide purchaser, he must pay cash for the goods; if he buys on credit he cannot hold them. Even if he gives security he can't hold the goods, unless the security is something that can be immediately realized upon, like a negotiable promissory note. He need not necessarily pay full value, but he must pay something and pay it in cash.

The importance of this whole subject will be apparent to any seller, for in many cases, if he can't get his goods back, he can't get anything.

Of course nobody who steals property can pass title to anybody. He didn't take title himself, and the goods can pass through a hundred hands and the owner can still retake them.

(Copyright, August, 1912, by Elton J. Buckley.)

NEW JERSEY TO HOLD POTTERY EXPOSITION

IN order to acquaint the public with what is really meant by the statistical statement that New Jersey ranks second among all the states as a producer of clay products, the Newark Museum Association are arranging to hold a New Jersey Clay Products Industries Exposition in February and March, 1915. The exhibit will show in bird's-eye view the pottery and brick industry of the state, which formerly led, and is now second to Ohio. Manufacturers in all branches, such as manufacturers of china and porcelain, plain and decorated; sanitary ware and electrical ware, and of brick and terra cotta, have been asked to show their products, and many have already expressed their readiness to co-operate in making an exhibit that will be truly representative of New Jersey's prowess.

The Trenton Potteries Company, the Maddock Pottery, Lenox, Inc., Mercer Pottery Company, Thomas Maddock Sons Company, Cook Pottery Company, Star Porcelain Company, John Maddock & Sons, the South Amboy Terra Cotta Company and Sayre & Fisher are among those who are planning to exhibit.

Cast a critical eye on the arrangement of your stock and see if it can't be improved by rearrangement. Put yourself in the position of the public and pounce on the mistakes.

Thinking Right About Costs

THE GREATEST EFFICIENCY IS OBTAINED WHEN THE MAN ELEMENT OUTRANKS THE MATERIAL EQUIPMENT OF THE PLANT—THE THIRD OF A SERIES OF ARTICLES

ON BUSINESS EFFICIENCY BY A. M. BURROUGHS

(Continued from October)

"NO business is greater than the man who runs it." Man is the paramount element in any business, great or small. Yet, how vitally important this man element really is, is but little realized by the type of manager who has not progressed beyond the point where men are merely numbers on the pay roll. We have entirely too many managers who think of things rather than men.

It may as well be admitted now that there are just as many things the matter with managers and business men as there are things the matters with the working-man or the cost accountant in the office. A poor manager generally has poor workmen. The employer who thinks in dollars and cents of the ability of his people, only gets as much return for his investment as the productive power of his thinking can obtain. If he thinks "No workman is worth more than \$2 a day," he will never have a \$5-a-day man working for him. If he thinks "A factory superintendent can't be worth more than \$50 a week," a \$100-a-week man, of course, will never be found superintending his factory.

There is no doubt that a business is the direct reflection of the mental capacity and power of the man who runs it; and anyone studying cost systems must consider those facts as throwing a side light on reasons for ineffective systems. A management may be very profitable, handling a monopoly, or through a highly trained selling organization, and yet its factory may be very expensively managed.

Is the cost system successful? is our question. We can't take the manager's word for that, unless we know that he knows what a successful cost system is.

A cost system is not something that springs from a business like a wild flower from the ground. An efficient cost system comes from the desire of the man at the head of the institution to know the real value of what is being done in his business. If he knows what a real cost system really means to him, he is going to have the kind of a system that will get him real costs.

An illusion of many business men is that a cost system is a definite guide to the best methods of doing business. There is a radical difference between cost keeping and efficiency engineering. Cost keeping shows a man how much it has cost him to do business. It does not place a true value on the performance. The average method used in judging the efficiency of an organization is to compare the cost records of today with yesterday, or with last month, or with the same

date last year, or to balance year against year, or month against month. With what fallacious conclusions this may burden the judgment is demonstrated in the fact that the most accurate cost keeping alone does not give any true idea of the value of any performance.

It is important to bear in mind that the cost system alone does not tell you what that item should have cost you. It compares only your costs of today with you costs of yesterday. You may be moving in a circle—your business ingrowing, one inefficiency treading on the heels of another. This method worked when competition was a negligible factor in business. But when you are working against, not your own records or your own efficiency, but the records of the world, the efficiency of the world, you must go beyond your own plant to the experience of the world for standards of performance by which to judge how successful you really are.

A new religion, we might call it, has arisen in business—the foundation principle of which is, predetermine by a careful analysis of every item what the lowest possible cost should be.

A man can have "a carefully devised cost system" and still not know what he can do in price making; because in the vast majority of cases the manufacturer must make his price before his article is manufactured, and there is no cost system alone that I have ever heard of that will tell him "if the goods are produced at the least possible cost," except as to his own experience, and prices are made by the experience of the trade, not the experience in his own shop. It may show him "the least possible cost" from the standpoint of what his costs have been, but that is not necessarily the least possible cost. The least possible cost is the cost based upon what the most efficient use of all the men, materials, and machines that are involved in the process of making it would be.

Of course, efficient management always must use a cost system, but by no means does even a first-class cost system generate maximum efficiency in management.

The science and art of cost keeping has grown and flourished because it had a very important office to perform—to tell a man the truth about what he had done, what his people had done with the time, materials and charges he had given them.

Of late there has arisen a newer school of management. It has said, "Prepare for the inevitable competition when you are buying your materials, hiring

(Continued on page 20)

POTTERY AND GLASS

WITH WHICH IS COMBINED

GLASS AND POTTERY WORLD

GLASS AND POTTERY WORLD, Founded 1893.
CHINA, GLASS AND POTTERY REVIEW, Founded 1897.
Amalgamated April, 1905.
POTTERY AND GLASS, Founded 1908.
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METAL AND ALLIED INDUSTRIES

T. A. CAWTHRA *Managing Editor*

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IN view of the fact that many manufacturers, and business associations, throughout the country, are planning to adopt some appropriate label to distinguish domestic made goods from imported it is well to call attention to the uncertainties that attach themselves to a slogan not chosen with discriminating care. There are other United States in the world besides our own, it must be remembered, and America takes in a great many different and separate states. "Made in the U. S. A.," therefore, would seem to meet the requirements of an unequivocal slogan. It is brief and precise. The "Made in America" might truthfully be affixed to the products of any country of the Western Hemisphere. "Made in the United States" might be used by the exporters of the United States of Colombia. But there could be no mistake about the source of goods labelled "Made in the U. S. A."

* * *

Cut out the stereotyped phrases in your advertising. Get right down to earth and make your ads talk, just the same as you would talk in selling a piece of merchandise. Get some warmth in the ad. Make it natural. If you are advertising a dinner service—say that it is good; don't tell them that it is the "finest service for the money to be found in town," or that it is "the best service made in America." This stereotyped sort of advertising has been found to be obsolete, yet some dealers do persist in telling the public about the "cheapest and finest china."

The ad that pulls is that ad that talks. And there

is no occasion to be elaborate or bombastic in an advertising talk, either. A plain, straightforward statement is more effective than all the high-sounding phrases ever "invented." To put "life" in an ad it is not necessary to start the fireworks or indulge in feats or linguistic gymnastics. Make your talk simple; your words short. The public will understand you better, will know that you have "something" to sell—a service to render—and you will be the gainer thereby.

* * *

A commercial man who has gained a valuable list of customers for his firm, was told by one of the best of these how he came to get his account: "Do you remember the first time you called on me?" asked the customer. "Well, now," was the reply, "I cannot recollect my first meeting with you."

"I was very busy and very tired when you entered my store that day," said the customer; "I was taking stock, and I told you I had no order for you for that reason. You said quietly that you would be glad to help me, as you had some spare time that day, and though you were a stranger I took your offer and asked you to make a list of some shelves of goods. You did so, and, what is more, you came back with me in the evening and helped me to finish up my stock-taking, and went away without asking me again for an order.

"I liked your way of taking a refusal, and your unselfish kindness, and now after many years of dealing with you, I esteem it a privilege to call you my friend. Every time you come here you help me in some unintended way. Your firm's goods are quite satisfactory, but your helpful character is what commands my patronage of your house."

CUT GLASS MANUFACTURERS POSTPONE ANNUAL MEETING

THE annual meeting and banquet of the National Association of Cut Glass Manufacturers, usually held in New York City during the month of November, has been postponed until January next, unless in the meantime the blank manufacturers are able to secure a supply of potash to meet requirements. President H. D. Carey, of the association, the authority for the above statement, commenting further on the subject, stated: "Our action is necessitated by the extremely uncertain conditions in the cut glass business at the present time. I am advised that up to date no method has been found whereby blanks for cutting purposes can be manufactured without potash, the rumor to the contrary notwithstanding, and that also, up to date, no available supply of potash has been located, and unless the blank manufacturers are able to obtain potash, their present supply will very shortly be completely exhausted."

Technical Facts and Figures

AN INTERESTING DEPARTMENT OF TIMELY COMMENTS ON SUBJECTS OF PARTICULAR INTEREST TO THE POTTERY AND GLASS TRADE

VACUUM LINED POTTERY.

SINCE the invention of the vacuum hot and cold bottles potters of inventive mind have been experimenting with earthenware to obtain similar results. The English Government has just issued a provisional patent to a young pottery student of Staffordshire for producing vessels with a vacuum chamber and outer casing. The models have been thoroughly tested by authoritative persons. The articles inspected were a teapot, a flask and a hot-water jug. The vacuum is created, and the opening by which the air escapes is closed automatically, by the action of firing in the glost oven, the idea being quite ingenious. The principle of the invention is applicable to a considerable number of uses and has been considered specially suitable for the manufacture of hot or ice water jugs, flasks, butter coolers, milk pails, coffee and cocoa pots and the like. None of the articles referred to are as yet placed on the market, but the invention is particularly interesting and worthy of early notice inasmuch as its exploitation may open up many possibilities in pottery manufacture not yet foreseen.

OBTAINING PARTIAL MATT TREATMENTS ON GLAZED IVORY PORCELAIN WARE

TO obtain partial matt effects on glazed ivory ware, such as on the faces and limbs of figures, the parts to be dulled are brushed over with an etching preparation of ammonium fluoride and glycerine, which is afterwards washed off with lukewarm water, or else the article is coated all over with a mixture of stearine 20 parts, wax 30, asphaltum 300, tallow 10, and turps 500 parts, which coating is then wiped off at the parts to be dulled, and the whole article is dipped in an etching bath of hydrofluoric and hydrochloric acids in equal parts. The sand blast may also be used, the parts which are to be left bright being protected with paper, metal foil or the like. Another way is to coat the dull parts with matt glaze, or a little finely ground sand, previous to firing.

WHITE MASS FOR ENAMEL, GLASS AND GLAZES

ACCORDING to Rickmann (Moniteur de la Cera-mique), although a mixture of antimonate and tetroxide of antimony is a stronger pigment for enamel, glass, glazes, etc., than the antimonate alone, the tetroxide (bioxide) cannot be used by itself, owing to its property of imparting a yellow tinge to the enamel. A suitable preparation of antimonates and bioxide of

antimony may, however, be obtained by heating antimony or antimony sulphide to redness with saltpetre and an alkali hydroxide, the quantities taken being such that only a portion of the antimony is converted into antimonate, the remainder being transformed into antimony tetroxide. If caustic soda and sodium nitrate be used, sodium antimonate is produced, the corresponding potassium salt being formed when caustic potash and potassium nitrate are employed. The sodium compound is, however, to be preferred on account of its low solubility. The product, washed and finely ground, is either added to the crude enamel mass and fused along with same, or else is ground with the previously fused enamel and the mixture fused again. At the same time, other agents capable of producing a white pigment may also be employed.

CEMENT FOR REPAIRS AND MANUFACTURING PURPOSES

THE following preparations, according to the "Sprechsaal Kalender," will serve to repair or secure glass, porcelain, stoneware, etc., and also to fasten such articles to metal fittings. In most cases the articles should be warmed.

- (1) Pale rosin 8 parts, white wax 2, colcothar 4, Venice turpentine 1 part, melted together.
- (2) Shellac and powdered pumice stone in equal parts, mixed together by the aid of heat.
- (3) A thick solution of 1 part of glue in water is mixed with 2 parts of boiled linseed oil.
- (4) A concentrated solution of shellac in alcohol.
- (5) Mastic 15 parts, shellac 10, turpentine 5 parts, carefully melted, and thinned down with oil of turpentine.
- (6) Yellow wax 2 parts, black pitch 1, rosin 4 parts, melted together and mixed with 1 part of fine brickdust.
- (7) Litharge 100 parts, mixed with 50 parts of white lead and stirred up to a paste with a mixture of 3 parts of boiled linseed oil and 1 part of copal varnish.
- (8) A mixture of glue and gypsum.
- (9) Litharge made into a paste with glycerine.
- (10) Alabaster gypsum 4 parts, mixed to a thick pulp with 1 part of powdered gum arabic, and a cold-saturated solution of borax.
- (11) Gypsum 45 parts, shellac solution 50, thick size 5 parts, mixed to a stiff pulp as quickly as possible and used at once.
- (12) One part of finely powdered glass is mixed

with 3 parts of calcined tin oxide. For use the mixture is stirred up to a pulp with 1 part of borax (dissolved in a little water) and a concentrated solution of zinc chloride (sp. gr. 1.5 to 1.6).

(13) Water glass and finely sifted cement.

(14) Water glass and a mixture of equal parts of chalk and zinc dust.

(15) Fluorspar 1 part, powdered glass 1, and water glass 1 part, mixed to a thick pulp.

(16) Powdered asbestos 30 parts, barium sulphate 10, fine sand 15 parts, mixed with 45 parts of water glass.

(17) Water glass 1 part, calcined magnesia 1, zinc oxide 1 part. After the cement has been applied the articles should be slowly dried and then heated.

(18) Equal parts of lithopone and powdered quartz (or cement) are intimately mixed and stirred to a thick pulp with water glass. This cement should be freshly prepared.

(19) Casein 1 part, water glass 6 parts.

(20) Casein 4 parts, lime slaked to powder 1 part, stirred up with a little water.

(21) Four parts of isinglass are softened in water during 12 hours and then pressed to get rid of as much surplus water as possible, and heated in a basin on the water bath, being at the same time intimately mixed with a solution of 2 parts of mastic and 1 part of gum ammoniacum in 16 parts of 95 per cent. alcohol. The preparation is stored in tightly closed receptacles, which are placed in warm water before use to liquify the contents.

(22) Best glue 500 parts soaked for six hours in a mixture of 100 parts of acetic acid and 400 parts of water, after which it is dissolved by gentle heat, 1 part of crystallised carbolic acid being added. Twenty parts of ammonium bichromate, dissolved in a minimum of water, are stirred in, and the preparation is stored in dark brown bottles. The cemented articles should be exposed to direct sunlight to cause the cement to harden.

(23) Glue is dissolved in an equal quantity of water, and treated with so much nitric acid that the liquid does not thicken on cooling.

(24) A mixture of alcohol, vinegar, and gelatine, in equal parts, is boiled to the consistence of a thick pulp. For use it should be gently warmed.

(25) A marine glue is prepared by digesting 1 part of caoutchouc with 3 parts of tar oil for several days. After decantation 3 parts of shellac are dissolved in the liquid, which is then poured into moulds to set.

(26) Caoutchouc 75 parts, dissolved in 60 parts of chloroform, 15 parts of mastic being then added.

(27) Sugar 4 parts, dissolved in 12 parts of water, 1 part of freshly-slaked lime being added, and the whole maintained at 170° F. for about half an hour. The mass is left to stand for several days, with occasional stirring, and when the greater part of the

lime has disappeared, the supernatant liquid is poured off from the sediment. The resulting gummy substance is crushed and mixed with 3 to 4 parts of best glue, and is rendered homogeneous by heating on the water bath.

(28) Zinc oxide 50 parts, lead sulphate 50 parts, triturated with 36 parts of linseed oil, and mixed with 100 parts of fine manganese dioxide and 100 parts of colcothar, the mixture being then pounded in a cast iron mortar for 12 hours. The cemented articles must be strongly warmed during 24 hours.

FOUR FORMULAS FOR YELLOW GLASS

FOR pale yellow the charge may be compounded of:

(1) Sand 100 parts, potash 30, red lead 15, lime 10, saltpetre 6, borax 1, cream of tartar 1, phosphate of lime, sodium sulphide 0.5, cadmium sulphide 3, powdered glass 3 parts. Dark yellow: sand 100 parts, potash 10, saltpetre 15, borax 5, red lead 20, cream of tartar 2, arsenic 1, silver chloride 0.2, bichromate of potash 0.003 part.

(2) Manganese oxide and ferric oxide will impart a yellow coloration to molten glass, a pale golden yellow being obtained with about 3 parts of manganese oxide and 1.7 parts of ferric oxide per 100 parts of sand, while for deep golden yellow 12 parts and 3.33 parts respectively are needed.

(3) Ordinary soda glass can be colored golden yellow in the pot by adding finely powdered graphite; sulphate glass with manganese oxide, and lead glass with silver chloride or oxide.

(4) Golden yellow glass—sand 100 parts, soda 35, lime 12, birth charcoal 1 1/3 parts. If required for flashing add 1/2 part more charcoal and 1 part of borax.

CHATTANOOGA OFFERS CHEAP FUEL TO GLASS MANUFACTURERS

CONSTRUCTION work has been started on an immense by-product plant in Chattanooga, Tenn., that will turn out several million cubic feet of gas daily as well as such items as coke, tar, ammonia, etc., from the residue, when completed. The Chamber of Commerce has worked untiringly for the plant and among the industries they hope to attract to their city by the cheap fuel gas will be a glass factory. There is a bottle factory in that vicinity, but no other kind of glassware is manufactured in the city, although there is an abundant supply of high grade sand in the district.

It is declared in Chattanooga, on excellent authority, that sand exists, within easy reach, that will run 98 per cent. and can be had at \$2.10 at the factory; also another supply, 99 per cent., at \$2.25; still a third supply at \$1.15 a ton.

Chattanooga has nine lines of railroad and the Tennessee River is navigable to the Ohio River. It is a manufacturing city with 300 factories.



Business and Personal Items About Prominent People in the Different Branches of the Trade

SCHOENTHAL.—Lee Schoenthal, china and glass buyer for the Philadelphia store of Gimbel Bros., who was slated to succeed David Saunders, now with Stern Bros., as head of Mandel Bros., Chicago, department on or about January 1 has decided to remain with Gimbel Bros. On January first next Mr. Schoenthal will assume the management of the New York department in addition to his present work in Philadelphia.

LING.—John Ling, buyer of china and glass for the New York store of Gimbel Bros., will sever his connection with the house on January 1. Mr. Ling is probably one of the best known buyers in the trade, both at home and abroad, and has been with Gimbel Bros. since the opening of the New York store. He has not announced his plans for the future as yet.

BRONNUM.—Emil C. Bronnum, representing the home office of the Royal Copenhagen Porcelain Works, Copenhagen, Denmark, after a tour of the trade in this country, sailed for home on Saturday, October 31. He expects to return again in January accompanied by Mrs. Bronnum, and will visit the Panama Exposition, where his company will maintain an exhibit of Danish porcelains and art work.

McNICHOL.—T. A. McNichol, for the past ten years secretary and treasurer of the Potters' Co-operative Co., East Liverpool, Ohio, has resigned and severed his connections with the company. He is succeeded by James Rinehart.

WEDGEWOOD.—Kennard L. Wedgewood, for some time past occupying quarters in the building at 71 Murray Street, N. Y., has leased an entire floor in the building at 133 Fifth Avenue, where he will remove on or about January 1.

LEARY.—James F. Leary has assumed his new position at the head of the china and glass department of the Houghton & Dutton Co., Boston. Mr. Leary, who has just recovered from a severe illness, was

formerly in charge of the china and glassware department of The Outlet, Providence, R. I.

ATTRIDGE.—Thomas Attridge, since the opening of the New York store of Gimbel Bros., in charge of the lamp department, has joined the New York store of John Wanamaker to take charge of their lamp department, succeeding Charles W. Hoffman, who has been promoted to a position in the management office.

OWEN.—Edward J. Owen, until recently connected with the management of the Tritt China Co., Niles, Ohio, has been appointed manager of the plant of the Paden City Pottery Co., Paden City, West Virginia, manufacturers of a line of cooking ware.

GOLDEN.—Joseph H. Golden, formerly buyer for the china and glass department of M. Nathan & Bro., Johnstown, Pa., has resigned his position and engaged in the retail business, operating a store of his own at 849 South Broad Street, Trenton, N. J., under the trade name of "The Economy Shop."

SINCLAIR.—D. J. Sinclair, the Steubenville, Ohio, banker, connected with the Jefferson Glass Co. and the Steubenville Pottery Co., who was shot and seriously injured by a crank a short time ago, is reported to have passed the crisis and on his way to recovery.

HOAGLAND.—A. C. Hoagland is now buying for the china and glass department of the R. C. Reynolds store, Troy, N. Y., where he succeeds George Defauver. Mr. Hoagland was formerly in charge of a similar department for S. P. Dunham & Co., Trenton, N. J.

BROOKS.—Charles M. Brooks has joined the sales force of J. J. Hines and is covering the middle west territory.

McCOLGAN.—Neal McColgan, for some time past housefurnishing buyer for Houghton & Dutton, Boston, has accepted a similar position with W. & A. Bacon Co., of the same city.

COORS—Adolph Coors, president of the Herold China and Pottery Co., Colden, Colo., was a visitor in New York following his return from abroad last month. Mr. Coors spent ten days in the metropolis, and while here conferred with C. F. Quaintance, the secretary of the company, who is visiting the trade in the East with their new line of cooking china.

BESSET—Rene Besset, formerly employed by A. Gredelue, the glassware importer, is reported to have been killed in action while fighting with the French forces. Mr. Besset was visiting his old home in Paris at the outbreak of the war and responded to his country's call early in the campaign.

Thinking Right About Costs

(Continued from page 15)

your people, planning your factory, selecting your machinery, equipment, and arranging it—to make a product at the lowest possible cost without taking it out of yourself, your stockholders or your workingmen—to sell it at the lowest possible price.” That is the economic aim of the new type of management.

The efficiency of an organization is governed by the efficiency of each department, and it is surprising to find how little managers realize this fundamental rule in their cost departments.

When you balance your factory activities of today

against a similar period last year and congratulate yourself that the cost is being reduced, do you ever stop and ask yourself, is the new cost the lowest obtainable? How do I know it is?

The only way to find the relative efficiency of any operation is by having standards of comparison. You must have an ideal standard of efficiency to which you can work.

This calls for the early determination of a standard cost.

A standard is “a carefully thought out method of performing a function, or carefully drawn specifications covering an implement or some article of shares or product.”

A standard cost, therefore, is a cost that has been arrived at by careful analysis of our own experience and the best experience obtainable from all other sources.

Under the comfortable conditions, when all of us had a hungry market to feed, when we were protected from foreign competition, when we had little competition in our local market, there was no pressing necessity for worrying about what a thing cost, because there was a comfortable margin between what it cost to make and the price the public would pay. American manufacturers then didn't bother about their efficiency simply because they didn't have to.

Times have changed.

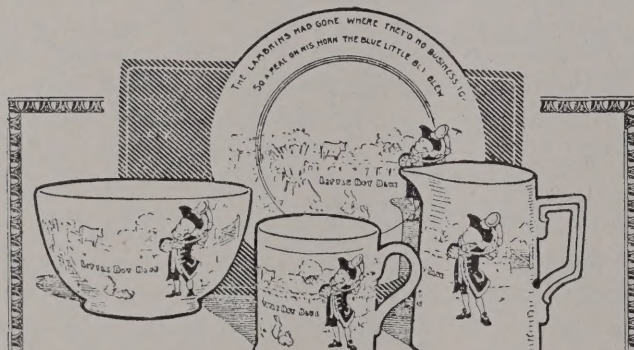
The changed attitude of the public is expressed in the demand that business shall cut out wastes, that government shall cut out wastes, that our semi-public corporations shall cut out wastes. This demand, largely politically, but coming from social, as well as economic causes, is compelling a change of front. Business men are increasingly conscious that “the community does not exist for business, but that business exists for the community,” that as a matter of fact “business from its humblest to its greatest expression is for the public service, and that its right to exist depends on its ability to give a public service.” Whether you and I agree with this interpretation or not, whether it appeals to our sense of the eternal rightness of things or not, it is the new philosophy in the light of which the game of business is to be played; and where the inevitable arises, it is well to get in tune with the times because the times will not get in tune with the individual.

PARAGRAPHS FOR THE BUSY MERCHANT

Almost everyone likes better to talk than to be talked to. Remember that when you are selling goods.

If you neglect your business, you cannot very well find fault with the public for neglecting it, too.

Don't be in too big a hurry to take your profits out of the business. Wait until you are sure they can be spared.



Children's Table Service

“LITTLE BOY BLUE” is a Bread and Milk Set of very fine china, decorated in dark blue and delicate natural tints. As shown, it consists of bowl, plate, mug and pitcher. Oatmeal saucer in same design may also be obtained. Price for four piece set—\$2.00. Including oatmeal saucer—\$2.50.

At these attractive prices, Bread and Milk Sets are also decorated with “Babes in the Wood,” “Three Bears,” “Little Red Riding Hood,” “Dutch Subjects,” and “Barnyard Animals.”

Hot Water Plate.



length of time. These plates come either flat or deep, in two sizes. Small \$1.75. Larger, \$2.00. Several designs.

In China, Glassware and Home Furnishings generally, the Lewis & Conger lines are exceptional. Long association with manufacturers of the finest wares enables us to maintain a stock difficult to equal in either quality or variety.

LEWIS & CONGER

Especially serviceable where a child's food should be kept warm for any

45th St. and Sixth Ave., N. Y.

Well arranged and written advertising copy.

In the New York Market

A Description of Seasonable and Staple Novelties That
Have Lately Made Their Appearance and Where
to Get Them

COLORADO is now contributing to the displays of domestic crockery in the New York market, the Herold China and Pottery Company, of Golden, Colo., having recently appointed A. H. Hays the eastern representative for their line of guaranteed fireproof china cooking utensils.

Their display of samples is an extremely interesting one, for the ware is unlike any of the other domestic cookingware lines shown in the local market. Arrangements for a permanent display of the line were made by Charles F. Quaintance, the secretary of the company, who has been in the East for the past six weeks visiting the trade. The Herold line is distinctive in that it has a vitrified translucent body, with a pure white glaze on the inside; the outside glaze being either white, a rich brown or dark green, as desired. It compares favorably with the better class of imported cooking dishes and takes a gold or silver decoration perfectly. Upon special order the handles are encrusted, decorations put on, and the dishes are banded in gilt or colors. Two types of ware are offered, one for use on top of the stove or in a direct flame, and the other for the oven. Both have been tested exhaustively and are used extensively in the West, the large restaurant of Marshall Field & Co., Chicago, serving in Herold dishes almost exclusively. Many unique yet thoroughly practical shapes are shown, among them being a jug-shaped milk boiler with perforated top that makes it absolutely impossible for the liquid to boil over. This is especially useful for making cocoa, or coffee. A double cooker in four sizes, ribbed bakers, oval casseroles and baking dishes and some very interesting low-handled casseroles are included in the collection. A patented loop handle is one of the features of the covered pieces.

* * *

The entire new line of decorated fancy china and dinnerware from the factories of John J. Hines, in Limoges, are now on display at his showrooms in the Crockery Exchange. Some exceptionally fine encrusted



gold dinnerware patterns are shown for the first time, one in particular has a deep etched rim and shoulder band with a heavy dark blue band between them. Others are shown with decals in combination with encrusted decorations. The fancy ware is above the usual run of this class of ware, the war seemingly having no effect upon the originality of the designs and shapes.

* * *

Vogt & Dose are showing some of their new Limoges dinnerware in the latest French decorations as well as a strong line of fancy decorated pieces and plain white ware. They report their factories are again working regularly and shipments arriving in good time.

* * *

Ledden & Bates are daily opening up samples of the new line of decorated "Guernsey" ware that Dr. Casey, of the Guernsey Earthenware Company, is sending them. One of particular merit is a black decal of soaring birds on the new brown body recently brought out by this pottery. Other decorations are in geometrical designs in gold, with gold edge and bands. Green, maroon, blue and brown body glazes are shown. Some interesting teapots in combination colorings, coffee pots, and dishes are included in the assortment. It is the intention of the manufacturers to increase the line wherever possible, adding new shapes and decorations from time to time.

* * *

The full line of Japanese china, porcelain and novelties of the Takito, Ogawa Co., is now on display at their new salesrooms in this city and embrace practically everything needed in the Oriental art department or china specialty shop. Of particular interest to the china buyer is their new forty-two-piece breakfast sets. American floral designs predominate and it can be said that the Japanese decorators have progressed rapidly in this respect, for it is now impossible to tell the origin of the ware without looking at the mark.

They have produced some exceptionally fine tea, cof-

POTTERY AND GLASS

fee and lemonade sets upon which there is just enough of the Japanese decorative influence to make the ware distinctive from that of other countries. There is also a large collection of small pieces suitable for holiday gifts, party prizes, etc.; animal and bird form teapots with wicker handles, bird wall vases and flower holders being among the unique pieces shown. Bowls, porcelain trays and the thousand and one little specialties that enter into the building of the popular Japanese miniature gardens are also carried in great variety.

* * *

A number of new spiral bud vases in a wide range of sizes and some new numbers in needle-etched cut stemware have been added to the local display of the Cambridge Glass Co. during the past two weeks. The new vases are perfect in design and should prove strong sellers.

* * *

Dealers looking for small pieces of cut-glass ware for the Christmas trade will find the line of the United Cut Glass Co. of particular interest to them. Among the numerous articles of this kind noted were richly cut hatpin holders, oval, round and heart-shaped jewel and puff boxes, silver mounted; small boudoir clocks, in the new floral cuttings; long and short-necked cologne bottles; bureau sets consisting of a large tray, pin tray, puff box, hair receiver and cologne container, as well as any number of specialties for the dining-room. A beautiful selection of cut candle-sticks in rich Colonial shapes is also displayed. In the larger and higher-priced goods they are showing some exceedingly well-cut wine and cocktail sets. These can be had in the popular cuttings and consists of a handled mirror plateaux, five richly cut glasses and a decanter. Small articles will undoubtedly be in demand prior to the holidays, as cut glass is rapidly coming to the front for gift purposes.

* * *

A. P. Doctor is showing two new lines of gold-decorated ware from the Diedrick Glass Co. that are exceptionally well executed. One, the "White House," is an encrusted gold decoration, while the other, called "Capitol," is decorated with a plain coin gold band and rim. The latter is also furnished with a monogram when desired. This is a quality line, only the best gold and glassware being used.

* * *

The complete showing of samples for Spring business will be shown by Maddock & Miller the latter part of this month. They report shipments being received at regular intervals and do not expect the trouble abroad to interfere seriously with their imports.

* * *

John Nixon, the New York representative of the Fostoria Glass Company, is now showing one of the largest lines of glass candle-sticks in the district, six

new numbers having been added during the past two weeks. The display now includes plain pressed, cut and etched patterns, in a variety of Colonial shapes and designs. The Fostoria Glass Co., is one of the few concerns manufacturing the old Colonial candelabra and the pleasing oil lamps with their numerous glass pendants that were and, in fact, still are, so important a part of every Colonial interior furnishing scheme.

* * *

Von Colson-Fay, Inc., are showing a very interesting whiskey set at their Fifth Avenue Building showrooms, the product of the J. B. Bergen Co. factory. The set consists of a beautifully cut decanter and either six or twelve glasses, each piece fitting snugly into a silver-plated stand. Besides the above, there is an ash receiver and match safe-holder, a special compartment underneath being provided for cigars and spoons. This set is well constructed and would prove an ideal gift. They have greatly added to their sample display, fifty-two barrels of samples having been placed on display during the past week. The lines now shown are the Output Company, Century, Consolidated and J. D. Bergen Cut Glass companies.

CONSULAR REPORTS OBTAINED ON SUBSCRIPTION

MANY firms and persons who were previously unable to obtain the *Daily Consular and Trade Reports* under the former limited edition authorized by Congress for free distribution, will no doubt be interested in the new plan whereby a subscription price of \$2.50 a year, which is less than the cost of printing and paper, permits all firms and individuals who desire the publication to obtain it regularly. This valuable little Government paper contains commercial information gathered by the Federal officers from all the countries of the world for the benefit of American business houses. Subscriptions are received by the Superintendent of Documents, Government Printing Office, Washington, D. C.



Decorated jug and tumblers shown by the Diedrick Glass Co.

The Selling Price Spectre

(Continued from page 8)

sales, and if the accounting throughout the establishment is done according to the profit-on-selling-price system, the figures, even if they are no more difficult to obtain, will at least be uniform.

Fourthly—The merchant who allows a certain discount to his employees, or to certain branches of professional trade, *always figures this discount on the selling price, and not on the cost price.* If, however, he favors the profit-on-cost system, he will be treading on thin ice constantly, unless he undertakes the extra work of double-pricing every article in his store—one price for his regular trade, and a second price for such discount trade as he may care to recognize.

Fifthly—It is essentially important for a merchant to recognize a profit on every dollar invested in his business, and if he works under the profit-on-cost system, this condition will not always prevail. There are, for instance, a number of items not directly chargeable to a merchandise account, and under the profit-on-cost system they are left complacently alone, to take care of themselves, as it were. Under the profit-on-selling-price, however, all these various items, no matter what they may be, are taken cognizance off.

Sixthly—When a merchant plans to sell his business, he figures his good will on his gross sales. He opens his books and says: "I did this amount of business, gross, last year, and my profits were so and so." Now, the general interpretation of this statement would be that a man made a *certain percentage of the gross sales*, figured as profit, and not that he made a *certain percentage of profit on the cost price of his goods.*

But, "How am I to determine my selling price under the profit-on-selling price system?" you may ask. Very easy. The gross merchandise cost of an article (including carriage charges, and all other items that may have to be paid upon it, such, for instance, as special insurance, special premiums, or the like), is equal to the percentage left after deducting the *cost of doing business* and the *amount of profit* you are desirous of making from one hundred. For instance, a barrel of china costs you, gross, \$5.00. Your expense of doing business is 20 per cent., and you wish to make 15 per cent. profit. The \$5.00 then is 65 per cent. of your selling price, and by mere arithmetic this figure is \$7.69. The simple problem involved is this:

20% = cost of doing business.
15% = profit wanted.

35% = predetermined fraction of selling price.
Now subtract this 35% from 100%, the selling price.
100% = selling price.

35% = cost of doing business plus profit.

65% = cost of merchandise.

But the cost of merchandise in this case is \$5.00.

Therefore:

65% = \$5
1% = .0769
100% = \$7.69 = selling price.

In connection with this article we reproduce the following letters which we recently received from two of our subscribers. The answer to the second one is quite sufficient for the first, and the contents of both, we are sure, will have a more than passing interest to our readers in general:

LETTER NUMBER 1

Editor, Pottery and Glass:

Dear Sirs: In your September number, Volume XIII, No. 3, I read an article "How a Retailer Loses Money," pages 15 and 18.

For example, if a barrel of apples cost \$1.00 and sold for \$1.28, it would give 8% profit and allow 25% for running expenses. On figuring the matter out I make the selling price \$1.39.

Expenses	20% of \$1.39 =	\$27.80
Profit	8% of 1.39 =	11.12
Cost	72% of 1.39 =	100.08

Selling price	100%	= \$139.00
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Will you kindly explain in the next issue how you figure 8% profit, or if my way of figuring cost and selling price is correct?

Yours truly,

LETTER NUMBER 2

Editor, Pottery and Glass:

Dear Sir: In reading the article in your September issue entitled "Thirty-three Ways in Which a Dealer Loses Money" I am impressed by what seemed to me several discrepancies. In order to make my explanation clear as possible, I enclose clipping of that part of the article to which I refer.

Paragraphs 1 and 2 are correct as they stand.

Paragraph 3. \$10,000 is certainly 20% of \$50,000, or the cost of doing business in this case, and I take the \$50,000 to be gross sales. In applying this principle to the instance cited, the author has figured 20% on the actual cost of the merchandise and not on the selling price, as should have been done to be consistent. Assuming that the grocer in question sold the apples for \$1.50, the cost of doing business would be 20% of that amount, or 30c., and the true cost of the barrel would be \$1.00 plus 30c., instead of \$1.00 plus 20c.

Paragraph 5. This states that "if a dealer thinks he must have an 8% profit for himself doing \$50,000 business at a cost of \$10,000 (or 20%, the same as in the preceding paragraph), he should charge \$1.28" for the apples in question, and for which he paid \$1.00. This figure is arrived at by adding 20% of the first cost to that cost, then to this total 8% of the first cost, giving in all \$1.00 plus 20c. plus 8c., or \$1.28. This seems to me quite wrong. If the cost of doing business on \$50,000 is figured on the gross sales (the correct way), then the cost of selling a barrel of apples should be figured on the selling price (which we are not given), and to be consistent the profit also should be figured on the same sum. In other words, if I am correct in assuming \$50,000 means the gross sales, the author of the article has in the theoretical case stated that 20% of the sales is what it cost to do business. Yet, in the next instance in applying this theory he figures both the cost of doing business on the purchase price of the merchandise instead of on the selling price.

It is barely possible I am entirely wrong, and if so would be glad to be corrected. If not, I trust you will not take it amiss my calling this matter to your attention, as I presume you wish articles you publish to be of educational value. I enclose stamped envelope and will await your reply with interest.

Yours truly,

OUR REPLY TO LETTER NUMBER 2

Dear Sir: Your very interesting letter of September 21 has been held aside by the writer with a view to publishing it complete in the next issue of Pottery and Glass, but we have received so many other letters commenting

(Continued on page 29)

News from the Potteries

EAST LIVERPOOL, OHIO.—The thirty-sixth annual convention of the United States Potter's Association will be held at the Hotel Raleigh, Washington, D. C., on December 8 and succeeding days. Will S. George, of the W. S. George Pottery Co., of East Palestine, O., will preside. It is related that Charles F. Gosser, head of the Pope-Gosser China Co., of Coshocton, O., will be elected president of the association for the new term. The opening session will be held the morning of December 8. The convention will last about two days. For the last three years the meetings have been held in the Fort Pitt Hotel at Pittsburgh.

* * *

Pittsburgh, Pa.—The United States Bureau of Standards, at the Pittsburgh Laboratories, is now making numerous tests of American clays with a view of developing a body for the making of domestic ware that will be superior to any that is now imported. These investigations are being made under the direction of P. H. Bates, chief of the Pittsburgh Bureau, and some remarkable results have even at this early date been attained. Southern clays are being used almost entirely in these tests, and it has been found that by purifying them and adding other American-made raw materials, a body can be made that is not now surpassed even by any foreign pottery or china manufacturer.

* * *

Carrollton, Ohio.—Construction work on the new plant of the Albright China Co.'s plant at Carrollton, O., is progressing under favorable circumstances, and it is possible that shipping of ware will commence early in January. Machinery is now being delivered, and the brick work is up two stories. Foundations for the boiler and engine rooms are finished. I. E. Mincks has been made sales manager for the company. With a capacity of seven kilns, the concern will employ about 300 people.

* * *

Sebring, Ohio.—The pottery plant formerly operated by the Oliver China Co., here, and for some time past owned by George E. Sebring, has been sold by the latter to the E. H. Sebring China Co., who have leased and operated the factory for the past three years.

* * *

Grafton, W. Va.—The new plant of the Consolidated Manufacturing Co., here, began operations late in October when the men started making clay. The decorating started this month.

East Liverpool, Ohio.—In order to develop large deposits of native ball clay, for use in domestic pottery manufacture, the Southern Clay Company has just been formed here.

In the past, manufacturers have been importing this raw material. It is maintained by some manufacturers that the domestic ball clay is superior in quality to the English clays.

FOREIGN FIRMS WANT UNITED STATES GOODS

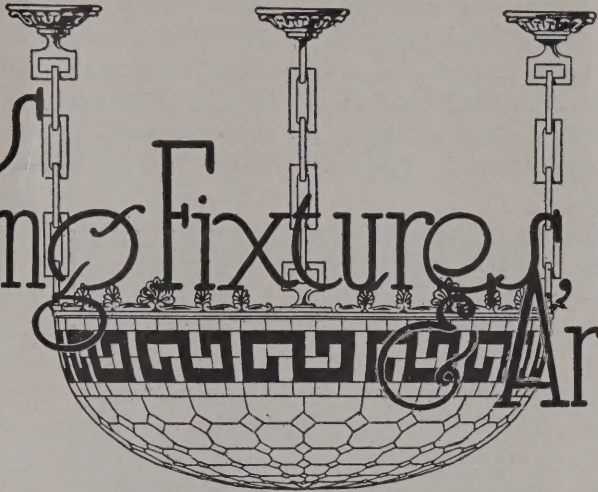
THE Bureau of Foreign and Domestic Commerce has received the following trade inquiries from United States consular officers and which are of interest to the pottery and glass manufacturing trade. Full particulars may be secured from the nearest office of the Department, situated in the large cities.

No. 14189. Glassware, etc.—A firm in South America advises an American consular officer that it is in the market for table glassware, decorated glassware, earthenware, pottery (ceramic), enameled steel wares, tin, japanned and aluminum wares, nickel-plated hollow ware, silverware novelties, house-furnishing goods, tin and copper foils, stationery, paper of all kinds, including cigarette papers, traveling bags, elastic, silk and mohair braids, trimmings, cloth for uniforms, advertising novelties and similar goods. New York references are given. Correspondence may be in English. Catalogues and samples should be sent. Quotations should be f. o. b. New York.

No. 14174. China rolling pins.—An advertising agency in Canada advises an American consul that it desires to get into touch with American manufacturers of China rolling pins with advertising inscription in two colors fired into the china. The consular officer has transmitted full information relative to the ideas of the company in respect of dimensions, inscriptions, etc. Copy of the report may be had on application to the Bureau of Foreign and Domestic Commerce and its branch offices.

The Crystal Cut Glass Co. has been incorporated with a capital of \$50,000 for the purpose of operating a cutting shop in the village of Fort Erie, Canada. The directors and backers of the new company are practically all Buffalo men, with the exception of William E. Hunt, of Fort Erie. It is stated that the concern will manufacture and deal in cut glass, and that "it will be the Canadian depot of well founded American glass interests."

Lamp Lighting Fixture & Shades & Art Metal



GETTING AWAY FROM THE CHANDELIER FIXTURE

CUSTOM lives long and dies hard; for ages the candle was the light-source of gentility; the masses had to be satisfied with rush-lights and pine knots. The chandelier, or candle-holder, was an object which received the attention of the royal architect and state decorator, and was developed into a thing of exquisite beauty; thus it has exemplified the truth that "a thing of beauty is a joy forever," for not even the complete change in social and political institutions nor the extinction of the candle as a practical illuminant have been sufficient to overthrow the supremacy of the chandelier as a lighting fixture. When illuminating gas came in we were served with gas "candles," and when the electric light made its appearance the electric "candle" immediately came into being.

A curious feature of the remarkable persistence of custom in this instance is the fact that it has been most in evidence in America, the one country supposed to be least influenced by precedent and custom. It is only within the past few years that any considerable progress has been made toward getting away from the candle-holder idea in lighting fixtures. The infinite possibilities of the electric light for variety and originality of treatment have been scarcely touched upon. The tendency to break away from the traditional chandelier is undoubtedly increasing, and is destined to become a leading force in the design of lighting fixtures.

A general observation of the new lines, aside from any critical analysis of the motives of design, impresses the fact that has been increasing in evidence for some years past of the tendency to greater simplicity and purity in decorative art. To cast or spin a piece of metal and then overspread it with meaningless filigree or crude modeling and give the whole a coat of glaring gold lacquer is a practice that is happily passing away with the gaudy chromo and the brilliant green-and-red carpet.

"Beauty unadorned" is unquestionably the higher type, but to the extent that adornment is omitted, the lines of beauty must be the more distinctly and purely

esthetic. Elaboration, even though skillfully done, soon palls upon the senses, and if unskillfully done, becomes positively irritating. Simplicity, on the other hand, is always acceptable company, even though it lacks some of the graces of art.

But let not the uninitiated imagine that simplicity in art means cheapness in execution. Nothing is cheaper than florid embellishment, for its very intricacy of detail is a cloak that may cover innumerable sins of workmanship and material. The most difficult thing to make in this world is a perfectly plain surface; so difficult, in fact, that a surface that is approximately plain in absolute language is almost priceless. The same principle applies in the construction of lighting fixtures, whose art depends upon flowing curves and a softly modulated contour. Unless these lines are unbroken and the surfaces mathematically correct within the limits of ordinary vision, the faults of execution are glaringly apparent.

It is in this greater excellence of execution and workmanship that the modern fixture excels its predecessor, even more than in design. There is a perfection of finish in every detail of such designs as those now shown that alone can make them objects of art.

The old garish finish is also a thing that has passed away to a large extent, and in its place we have the far more pleasing matt and oxidized finishes that are more restful to the eye while bringing out the true perspective of form.

* * *

There is probably no other room in the house, besides the dining-room, where proper lighting is more desirable than the boudoir. Designers have devoted considerable thought to this subject and as a result the market now contains a number of exceptionally fine portables for exclusive boudoir use. Where electricity is used nothing is more pleasing, and adds more to the comfort of the bedroom, than the little white and old ivory-finished portables M. Herbert & Co., New York, are showing. Bright and cheery cretonne and chintz shades that will harmonize perfectly with the wall pa-

POTTERY AND GLASS

pers or draperies, or silk shades in a wide range of soft colorings are to be had. The standards are made in either metal or wood and in all the popular finishes. One of the newer additions to their lamp line is an urn-shaped luminarie. These are finished in Flemish brass, the lighting urn being a pure white art glass with ornamented overlay. The top removable. Luminaries are used in the hall and living-room, and heretofore have been beyond the reach of the masses. They are now being offered the trade at prices which allow dealers to retail them at from \$7.50 to \$15. M. Herbert & Co. are also showing a large line of mahogany post lamps with silk shades to match, as well as their regular line of metal and brass portables. A feature of the new line is the reasonableness of the prices. The entire line is offered at popular prices.

* * *

An interesting line of electric and gas portables has been recently put on the market by the Japanese importing firm of Takito, Ogawa & Co., New York, in which they have combined brass and silk in a most attractive manner. Thin strips of brass are carefully woven in a similar manner to the bamboo and reed work of the Far East; in fact, some of the shade ribs are an exact reproduction of bamboo. The shades are silk-lined and make a splendid selling combination. In fabric shades they are showing some exceptionally fine embroidered pieces with flower and butterfly motifs, the latter are attached by the body only and the silken wings wave with each breath of air in the room.

* * *

A fine line of cut glass electroliers and table lighting pieces are now shown at the showrooms of von Colson-Fay, Inc., New York. The metal parts are silver-plated while the popular floral and mitre cuttings are offered on the cut glass sections.

* * *

The United States Glass Co. has opened a new plant on Tenth street, Pittsburgh, to be known as factory "L" and devoted exclusively to the finishing of lighting goods blanks. Sand blasting, etching and grinding machinery, ovens and other equipment necessary to the treatment of blanks has been installed. The blank supply will be drawn from factories "B" and "F" and a full line of bowls, dishes, urns, acorns, commercial and shower shades, etc., will be manufactured. The

designing is being looked after by Reuben Haley, an expert in this particular line of work. A feature worthy of special mention is the matching in tint and design of goods so that they will harmonize with the furnishings wherever installed, whether it be in a residence, hall, public building or edifice. Mr. Frank L. Freese, who is in charge of this department, is building up an entirely new sales force and the department will be operated entirely independent of the other plants of the company. At present a very attractive display of lighting goods are on exhibition at the company's sample rooms, Ninth and Bingham streets. In its crystal department the U. S. company has some 26,000 listed articles to look after.

* * *

John Beiswinger, 101 Park avenue, New York, who has been eastern and export sales manager for Gill Bros. Co., Steubenville, Ohio, has recently been elected vice-president and general manager of sales for the company, with a transfer of headquarters to the company's general office at Steubenville, O. Mr. Beiswinger has been with Gill Bros. Co. for almost thirty years, in that period of time passing through the evolution of the lighting glassware business from the old lamp chimneys and shades to the earlier forms of glass globes, on to the

present developments of new forms of glassware now commonly used with semi-indirect illumination.

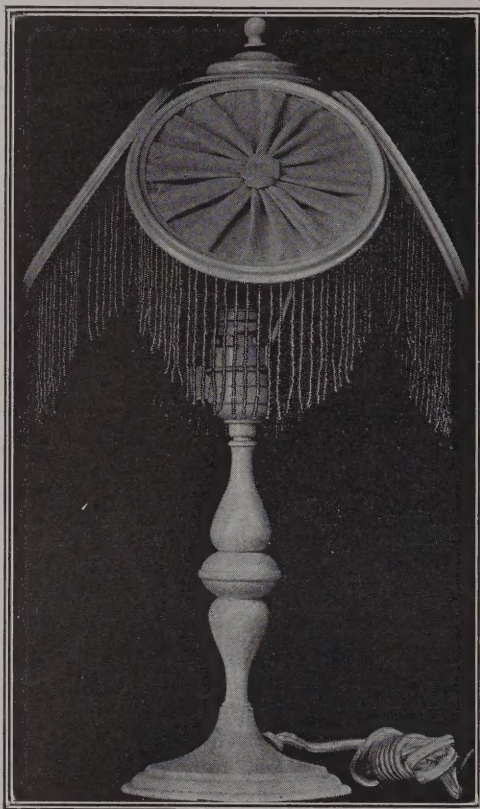
* * *

Dale Lighting Fixture Co., Inc., New York, has been organized and has purchased the entire plant and showrooms of The Dale Company. This new company will continue to make and sell the well-known line of lighting fixtures and specialties formerly made by The Dale Company. There will be no change in the management or personnel. John H. Dale is president of the new company.

* * *

J. E. Carr and James E. Brandon are the promoters of a large glass factory to be erected at New Cumberland, W. Va., to be devoted to the production of lamp chimneys, lantern globes and lighting glassware. Mr. Carr was formerly identified with the Gill factory at Steubenville, O.

The store where the employes are not well treated is a store where customers will not be well treated.



One of the new white enameled boudoir lamps shown by M. Herbert & Co.

Proper Lamps and Lighting

(Continued from page 11)

or "etched" with hydrofluoric acid. The fact of most importance to the decorator about GROUND GLASS is that at night, when lighted, it possesses no more decorative value than a bare gas or electric lamp, which are equally devoid of beauty. This is because GROUND GLASS has no property of RE-DIRECTING light, and both gas (upright mantles) and electric lamps give much more light from the SIDE than from the TIP of the lamp. Hence this burst of light from the side of a lamp passes right through a ground glass globe, and produces the effect of a splotch of light in the *centre* of a globe the outer lines of which are not clearly defined (see Fig. 3). Ground glass globes are very largely used in connection with colonial lamps (see Fig. 4), the design being "cut" and appearing in relief against the "ground" surface. Those who desire to correct the spotty obliteration of design which invariably occurs when "tungsten-mazda" lamps are used can do so by "dipping" or "coloring" their lamps in a yellow (not orange) coloring solution which is readily obtainable from any of the electrical supply houses.

When such globes are used over gas burners, with Welsbach mantles, the manufacturer will supply very yellow mantles to the buyer who is discriminating enough to ask for them. The average dealer, jobber, or department store buyer is so constrained by the effusive and misleading literature of the "Utilitarian Element" to think intelligently for himself, or take one step away from the beaten thoroughfare of ignorant prejudice, which is trying to make the "public" believe that a white light which is suitable for industrial occupations

—such as color matching—is appropriate for esthetic usage.

Ground Glass, furthermore, is greatly in evidence in the form of small and large spheres—which are spherical only when viewed in the day time, becoming at night-fall irregular spots of light. In this way the ball atop a capitol—so well proportioned by day—is a monstrosity at night; in effect, a ponderous column supporting a ridiculously minute light. While all glass makers sell ground glass, and will continue to do so joyfully as long as "Utilitarians" continue to "specify" it, they also manufacture OPAL GLASS which is as different from ground glass as a practical man is to a college professor. At night an OPAL BALL atop a column appears like a uniformly luminous sphere of light, and this same effect obtains with opal glass in any form. Even when it is so thin that the lamp within can be seen, the minute particles of opal which are suspended within the structure of the glass cause a diffusion which eliminates glare. Fig. 5 represents a globe of straw colored OPAL, within which the faint outline of the tungsten filament (inner luminous wires) can be clearly discerned. Opal glass offers the best medium for correcting the brilliancy of lights on fixtures which can not conveniently be displaced. Thousands of designs are available, many having designs rendered in *bas relief* which stand out with graceful emphasis. These globes can be obtained with a soft cream colored exterior (see Fig. 5-A), without the vulgar gloss or "shine" suggestive of the common article, and at day harmonize with interior decoration by assuming a delicate surface coloring by the diffusive influence of daylight as modified by the full colors of wall and ceiling tints. In other words, globes of depolished exterior finish, and neutral tint will, under daylight conditions, "take on" the color of

the side walls and ceilings. Since a white light is not desired at night, a soft mellow illumination can be obtained by color treatment applied to the *inner* surface of the globes, which is of course invisible from without during the daytime. A white light on the other hand will make a Gobelin tapestry look like a dish rag—try it!

(To be continued.)

Don't be alarmed by what you read or by what you hear about slow business conditions. You are your own hard times. Enthusiasm is the great necessity in developing business.



Figure 4—"Ground glass globes are very largely used in connection with Colonial lamps."

Making a Bid for Export Trade

(Continued from page 7)

To reach the foreign consumer it is necessary to know commercial geography—the commercial geography of the Orient, of South America, and of the Russian Empire.

It is desirable to digest and apply the valuable information always to be obtained through the many sources which the Government possesses.

It is also desirable to approximate credits.

It is imperative to study the foreign consumer in his own environment, and to sell him what he wants.

In order to sell him what he wants it is essential to show him the goods.

To show him the goods it is important to provide selling organizations, to put the handling of American goods in the hands of Americans, and, above all, to establish permanent exhibits in the leading commercial centers.

All this requires co-operation, and co-operation of American manufacturers and exporters among themselves is the surest way to reach the consumers in the foreign fields.

W. S. Kies, manager of the Foreign Trade Department of the N. Y. National City Bank, which is establishing branches in the financial centers of South America, said:

While the situation at present is filled with difficulties, and conditions at the very moment seem unpropitious, nevertheless it would seem the commercial interests of this country are confronted with a great opportunity.

If this opportunity is seized and the work of developing the South American market is pursued enthusiastically, yet with diplomacy and tact; if the market is cultivated by patient and persistent efforts; if too great results are not looked for immediately, but if in the work the importance of building for the future is always in mind—the statistics a few years hence showing the growth of commerce between the Americas will indicate most surprising and altogether satisfactory results.

Francisco Escobar, Consul-General of Colombia, said:

The main revenue of South American nations is derived from taxing foreign trade, principally imports, and this has been reduced so suddenly that the custom houses are hardly taking in enough to pay the running expenses of the government. Some countries are suffering more than others, but all are suffering. We need an immediate market for our exports and someone to sell us the things we can no longer get from Europe. It is the United States' great opportunity.

That situation applies to all South America, which at the time the war started was doing more than eighty per cent. of its foreign trade with Europe.

And in conclusion, for the benefit of those merchants and manufacturers who may care to enquire into the subject of Latin-American trade further, let us quote the following letter sent out by E. A. Brand, assistant chief of the United States Department of Commerce at Washington, D. C.:

STATEMENTS ON LATIN-AMERICAN TRADE SITUATION.

Washington, D. C., October 21, 1914.

That Latin-American countries are looking to the United States for the capital and the market for their products which they formerly found in Europe is emphasized in "Statements on the Latin-American Trade Situation," a pamphlet just issued by the Bureau of Foreign and Domestic Commerce of the Department of Commerce, giving the addresses made by representatives of Latin-American countries at a conference with American business men recently held in Washington. The pamphlet, issued as Miscellaneous Series No. 18, contains the statements made by the ministers from Bolivia, Uruguay, Peru, and Cuba to the United States, the con-

suls general of Costa Rica and Colombia in New York, the minister from Ecuador to England, and others, besides the opening remarks of Secretary of State William J. Bryan, and a statement by Secretary of Commerce William C. Redfield. Many obstacles to the development of Latin-American trade with the United States were commented on, notably the matter of credits and that of a proper understanding of the Latin-American way of doing business on the part of business men in the United States. The pamphlet is for sale by the Superintendent of Documents, Government Printing Office, Washington, for 5 cents.

E. A. BRAND, Assistant Chief of Bureau.
P. A. 87-5300.

BROOKLYN GLASS CUTTERS STILL ON STRIKE

THE cut glass situation in Brooklyn, N. Y., remains unchanged from last month, of the twenty shops affected only a few being able to continue operations with a small force. All had considerable stock on hand and have been able to fill orders without interruption. The manufacturers are certain that this is their opportunity, and under no consideration will they agree to the demands of the strikers. To do so, they claim, would be simply business suicide, competition with the out-of-town shops being especially severe. Large salaries and the increased price of blanks would make the retail price of cut glass almost prohibitive.

The blank situation is also causing the manufacturers much concern, not only in Brooklyn, but all over the country; so much so, that the National Association of Cut Glass Manufacturers have decided to postpone their annual meeting, usually held in November, until sometime in January or February. They have lowered the dues from \$50 to \$10 and hope to have every manufacturer enrolled in a short time so that their united co-operation could be used to better conditions in the cut glass trade.

Several of the strikers were interviewed and they seem to have the same feeling of confidence over the outcome of the strike as the manufacturers. The leaders declare they are prepared to remain out two years if necessary, and by next January every shop in the country will be organized and working under union rule.

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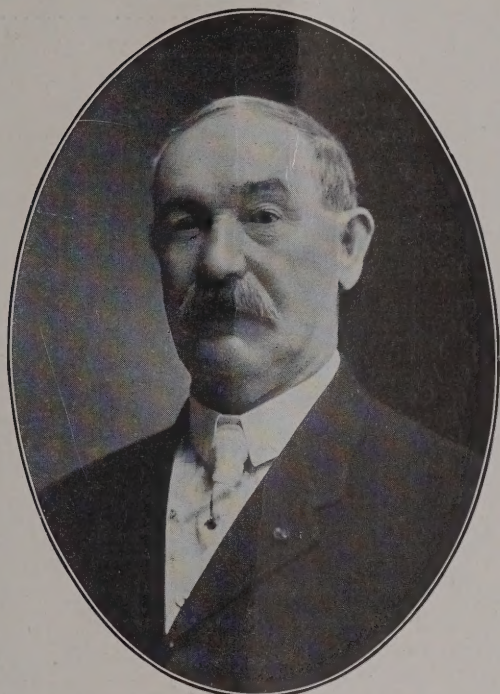
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(Signed) E. J. HUOTT,

Sworn to and subscribed before me this 15th day of September, 1914. John S. Potter, Notary Public (N. Y. Co. 3004).
[SEAL] (My commission expires March 30, 1916.)

OBITUARY



COL. JOHN NESSLY TAYLOR.

COL. JOHN N. TAYLOR, president of the Knowles, Taylor & Knowles Co., died at his home in East Liverpool, Ohio, on Tuesday, October 20, after a lingering illness. Col. Taylor was born June 23, 1842, at Port Homer, near East Liverpool. He attended the public schools of East Liverpool, and prior to the outbreak of the Civil War was employed as a carpenter. During the war Col. Taylor saw service in both the artillery and infantry branches of the Union army, serving throughout the conflict.

John N. Taylor was one of the pioneers in the pottery industry. In 1870 he entered into a partnership with Isaac Knowles and Homer S. Knowles and commenced the manufacture of white ware. The capacity of the works was but two kilns, one biscuit and one glost. In 1891, the business, now one of the most important in the industry, was incorporated, and Col. Taylor was elected president, a position he held until his death.

Deceased was one of the organizers and first president of the Taylor, Smith & Taylor Pottery Co., in Chester, and identified in many ways with the civic and commercial life of East Liverpool. He was a personal friend of the late President McKinley, the latter on several occasions being the guest of the Colonel at his home in East Liverpool.

Col. Taylor was a man of unusual attainments and always a strong factor in the pottery trade. He was chairman of the executive committee of the United States Potters' Association, and his death brings sorrow to those who have worked side by side with him for so many years. A widow, a son and a sister survive him.

The Selling Price Spectre

(Continued from page 23)

upon the very paragraphs in our "Thirty-three Ways of Losing Money," which troubled you, that we now find it advisable to answer them individually.

Let us state at the very beginning that there is no "correct way" to figure costs and profits—other than that of absolute consistency. Figures can be made to do queer things, and so long as a merchant arrives at a satisfactory and true result in his bookkeeping it is immaterial just what methods he employs. Even you, in the exposition of your theory of cost finding, are guilty of an obvious inaccuracy, but as you are "consistent" in making this "inaccuracy" on both sides of your account, the results are quite true and correct. Let us explain.

In the fourth paragraph of your letter you state "if the cost of doing business on \$50,000 is figured on the gross sales (the correct way), then the cost of selling a barrel of apples should be figured on the selling price." Now if we analyze this, \$50,000, the gross sales for a year, we find that it contains such items as "initial cost of merchandise," "transportation charges" and "profit"—for, of course, these items are all taken cognizance of in the selling price of any article. But now, if we figure our cost of doing business on this sum, we are obviously figuring the cost of doing business on a certain amount of profit, which is not scientifically correct. Of course this error is "balanced" in your method because you figure your cost of doing business and your profits alike on the final selling price. If you will read the article on this very subject which we published in the October number of Pottery and Glass, you will easily see what we mean.

The right way to figure costs and profits would be to arrive at a net expense during the year and a net profit and then proceed to find the percentage of the cost of doing business. For instance, a merchant does \$50,000 worth of gross business during the year; it costs him \$10,000. Subtracting, we have a net profit of \$40,000, and figuring in accordance with our method, his cost of doing business is 25%. Therefore, on every article that costs him \$1.00 he must add 25% to find his selling price (we are omitting profit for the time being), and this gives him \$1.25. Now by your method, if a merchant does \$50,000 worth of business during the year and his expenses are \$10,000, his cost of doing business is 20%. If he buys an article for \$1.00 he must consider this as only 80% of his selling price, which by the process of arithmetic equals \$1.25—the identical figure we obtained in the first instance.

You see, therefore, that if you are consistent and follow the idea you start out with you will arrive always at the same result. Unfortunately, in the past, however, a great many of our cost experts have been looking at the shield from two different directions—some of them have seen only the method of figuring the profit on the selling price, and the rest have understood only the other method—that of profit on cost price. Unfortunately, too, these different groups have called each other very harsh names at times, but we feel certain that if they both explained their terms in the beginning and agreed to start with the same point of view, that they would be more considerate of each other's opinions.

We will admit that it is much more convenient and safe to figure costs and profits on the selling price and the reasons for this belief we have already tabulated and published in Pottery and Glass.

If our explanation of this cost matter does not appear perfectly clear to you, just write us again and we will endeavor to take up in detail any of the facts upon which you have doubt.

Thanking you very much for your interest in this subject, and for your kind letter, we are,

Yours very truly,
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Instead of hiring help you cannot trust and then watching them, hire help you can trust and then throw the responsibility upon them and expect them to live up to it.

To waste time is to throw away money and that is just as true of the boss as it is of any of the clerks.

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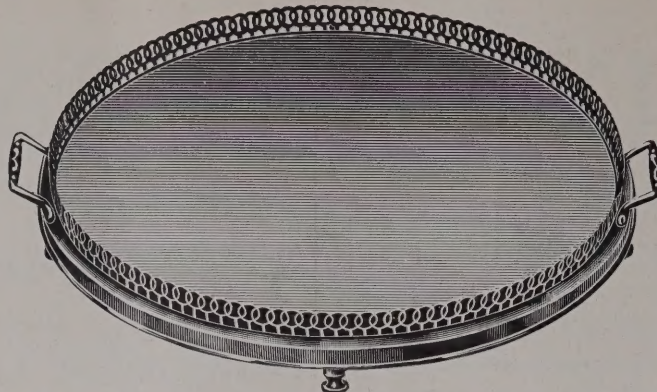
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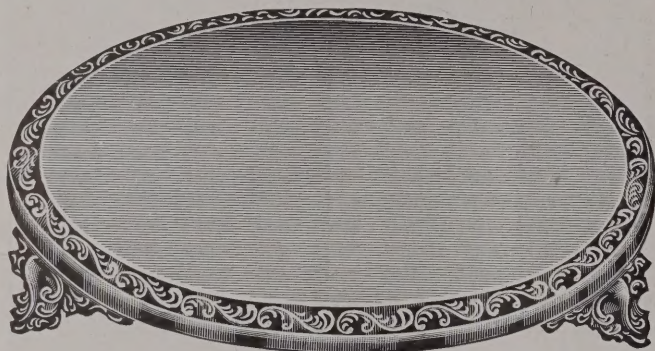


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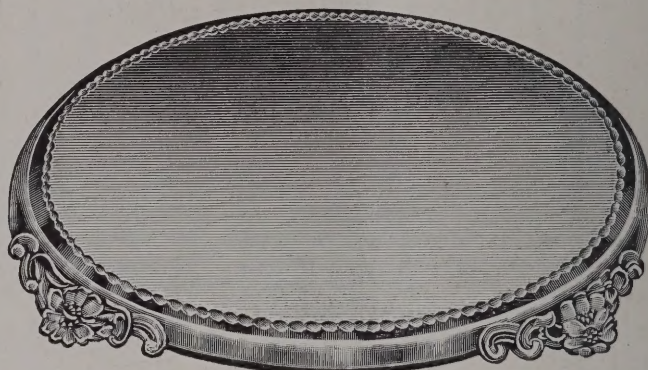
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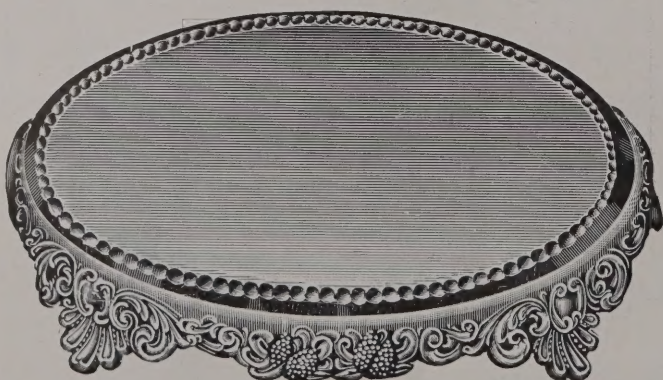
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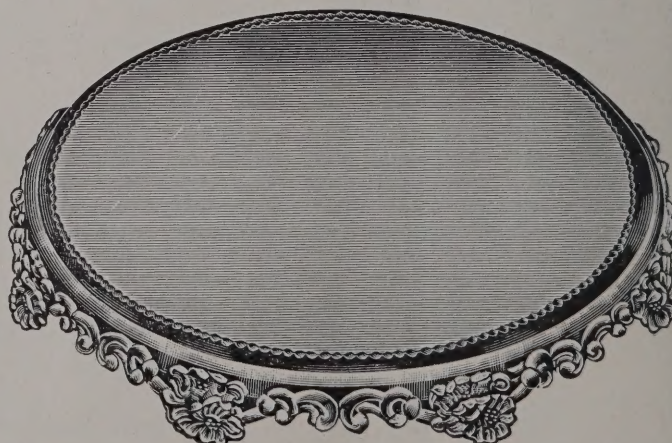
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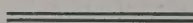
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